



Sault College Strategic Plan  
2010 to 2015

# Transformation: Journey to Greatness







SARAH BONIFERRO  
Child Development Centre

**“Sault College’s growth and prosperity is critical to our destiny for economic diversification. As our economy transforms to the new economic engines and new job opportunities of science, and technology, Sault College is taking leadership in cultivating talent, skills, and knowledge in our young people and our workforce that this City requires for the future.”**

Bruce Strapp, CEO  
Sault Ste. Marie Economic Development Corporation

# Table of Contents

**Introduction** 5  
Economic and community successes are increasingly based on knowledge, creativity and innovation, where higher education and skills training are basic requirements.

**Plan of Action** 14  
As part of the College’s new strategic direction from 2010 to 2015 we will take action on four cornerstones: programs, people, partners, and place.

**Our Vision** 6  
We will make our society a better place by providing a transformative life experience through empowering those who study with us to think and learn in progressive, innovative ways, including those we have not yet imagined.

**Embracing the Future** 18  
We have already begun to see the positive change on campus with recent enrolment growth and infrastructure funding that speaks to our ability to grow and adapt in today’s rapidly changing world.

**Our Mission** 7  
Sault College will be recognized as the pre-eminent student-centred post-secondary institution in the province with an unyielding dedication to giving students the tools to reach their goals, and in doing so, will be a cornerstone of the communities we serve.

THEA JONES  
Culinary Management Program



**Values** 7  
Reaching the goals of Sault College’s Strategic Plan will involve the combined effort of our organization and community partners.

**Setting the Stage: Students First** 9  
At the centre of the goals of the College, lies our commitment to the learning and development of our students.

**Outcomes** 10  
In developing students, Sault College has created four statements reflecting the outcomes we seek by accomplishing the actions outlined in our Strategic Plan.

**On the Cover**  
ROBIN NEVEAU  
Collaborative Bachelor of Science  
in Nursing Program graduate





# Introduction

The international economy is experiencing rapid and far-reaching structural change according to the Proposed Growth Plan for Northern Ontario (October, 2009).

Further, in North America, economic and community successes are increasingly based on knowledge, creativity and innovation, where higher education and skills training are basic requirements.

After years of population decline, important demographic shifts are occurring in the north. The Native youth population is growing and Native people will represent at least 25 percent of the region's workforce in the next generation. The Northern population is becoming stabilized but more Northerners will work and live in the few urban areas. Traditional resource-based industries such as forest and mining are seeking more value-added business opportunities and there is an emergence of new sectors such as health, bio-economy and green energy. For Northern Ontario, with its diverse communities and vast natural resources, these shifts represent tremendous opportunity.

Sault College's ability to respond to the needs of our learners and the demands of industry, to partner effectively and collaboratively both within and with those outside of our organization, to effectively embrace the training of Native people, and our capacity for adapting to and thriving with change will all greatly influence the ultimate success of this Strategic Plan.

By continuing to successfully partner with community and industry partners as well as seeking to build new and stronger relationships with our partners in both Native and non-Native communities, we will undertake collaborative and innovative ways to grow our economy and enhance our workforce.

It has been demonstrated that the health and well-being of a community is directly impacted by reducing cycles of poverty and empowering citizens through effective

methods of post-secondary education. The increasing influx of students to the Algoma region from other communities throughout the province as well as those who stay here instead of moving to larger urban centres, the employment of professionals to educate and support the growing number of post-secondary students at Sault College, and the positive economic stimulus from having students reside and participate in the progress of this unique geographical area, all contribute to the creation of a dynamic centre of learning that enhances the larger community in substantial ways.

In embracing our future with the strategic direction and action items outlined on the following pages, it is our goal to make Sault College one of the finest colleges in the country. The College offers quality programming, qualified faculty, and an ambitious vision, and we are an organization filled with informed, energized, and committed staff and students dedicated to the revered opportunities of our Northern location – an environment and way of life that shapes and establishes our unique institutional culture and our exceptional program offerings.

This plan will outline the ways Sault College strategically embraces our responsibility as a leading educator in the post-secondary educational field. With this in mind, Sault College is poised to become a key driver of economic success in the Northern Ontario region as well as the community of Sault Ste. Marie within the next five years. It is within that framework that this Strategic Plan has been created.



# Our Vision

We will make our society a better place by providing a transformative life experience through empowering those who study with us to think and learn in progressive, innovative ways, including those we have not yet imagined.



# Our Mission

Beyond the tradition, the history and the heritage – beyond the buildings, trees and stones, lies a quiet but bold aspiration: Sault College will be recognized as the pre-eminent student-centred post-secondary institution in the province with an unyielding dedication to giving students the tools to reach their goals, and in doing so, will be a cornerstone of the communities we serve.

## Values

Reaching the goals of Sault College's Strategic Plan will involve the combined effort of our organization and community partners who will be guided by the following:

### STUDENT-CENTRED

We exist for the sake of our students.

### RESPECT

We value each other as persons and treat each other with equity and respect.

### EXCELLENCE

We are engaged in the constant and passionate pursuit of excellence in our people, programs, and service.

### COMMUNICATION

We encourage the active and honest sharing of ideas and information.

### COLLABORATION

We promote teamwork and participatory decision-making.

### ECO-CONSCIOUS

We respect the environment and will use an eco-conscious approach in all that we do.

### PARTNERSHIPS

We are committed to making the community better through positive impact on local organizations.

### INCLUSIVE

We will be accessible to those who want to learn with us.

### INNOVATIVE

We will work effectively across disciplines to embrace new approaches together.

**“Sault Area Hospital (SAH) has had a longstanding academic relationship with Sault College. SAH welcomes the opportunity to provide clinical placements in a rich learning environment to the College’s many nursing and other students. Such placements complement and enhance the classroom learning experience and prepare tomorrow’s health care providers with the hands-on training and experience they need to succeed”**

Johanne Messier-Mann, Chief Nursing Officer  
Sault Area Hospital





## SETTING THE STAGE: Students First

At the centre of the goals of the College, lies our commitment to the learning and development of our students. Successfully understanding and addressing the needs, dreams, careers and possible barriers students face will be key to our future success.

When students become the focus of our work and our existence, everything and everyone else benefits including the economy and workforce, the strength and resilience of our community and industry partners, and our collective future as a society. We recognize by building a new generation of learners who can readily adapt to the challenges and opportunities faced in our rapidly changing economy and world, we are giving back to society and serving as a critical piece of the local, regional, and global economy.

Since our core mission as a student-centred organization is designed to lead us to the highest level of excellence, Sault College will make the learning and experiences of our students the priority. Students are the reason we exist. “How will this affect the students?” is the question that will be considered with every decision we make as a post-secondary learning organization.

**“Brookfield Renewable Power has been very pleased with the quality of the many Sault College graduates it has hired over the years. They are well prepared to enter the work force with a solid educational background that results in top quality staff.”**

Jim Deluzio, General Manager  
Sault Operations  
Brookfield Renewable Power



LLOYD DEVRIES  
Mechanical Engineering  
Technician program



# Outcomes

In developing students, Sault College has created four statements reflecting the outcomes we seek by accomplishing the actions outlined in our Strategic Plan. Because the success of our learners is fundamental to our existence, we want our students to say the following about our College:

## 1. “I get the education I want and more.”

We will prepare students to meet the opportunities and challenges of their future and the needs of our society by being learner and learning-centric as well as by providing relevant program offerings that fill distinctive educational niches, encourage innovation, are responsive to the changing economy, encourage partnering with community organizations, and are reflective of our regional uniqueness.

We will include all learners in the offerings we deliver, including adult learners and those from under-represented groups such as Aboriginal people, those with disabilities, and women in non-traditional fields so we can meet and exceed the expectations of our students, thereby enhancing their opportunities to succeed and help our region and nation grow and prosper.

PROFESSOR NEAL MOSS AND STUDENTS MIKKI MACKAN, STEVEN VALLE AND ELLYN WHITE  
Mechanical Techniques - Industrial Maintenance (Millwright) Program



“Sault College’s flexibility and willingness to work with industry has made them a leading provider of qualified candidates for skilled positions.”

Armando Plastino, CEO  
ESSAR Steel Algoma Inc.

## 2. “The people are great.”

We will support and encourage staff who combine strong professional and customer service skills with a passion and commitment to students along with the strategic priorities and mission of the College so they are inspired to work to transform the lives of those who learn with us.

Our people are at the core of the necessary change our organization requires - change that is both deep and transformative. It is our people who will make real change

happen. We value the past contributions of those who have worked to bring us to this point in our history and will continue to build on their efforts so those who learn and interact with us strive for academic excellence and feel safe, validated and respected, no matter their socio-economic, racial or cultural background. We will work together to make this happen.

NEW ALGOMA PUBLIC HEALTH BUILDING



HEATHER PASTUSHAK  
General Arts and Science – Liberal Studies Program



MARIE O’HARA, MAUREEN MCLEOD, CAROLYN HEPBURN, TERRY ABLESON AND CINDY ONOFRIO  
Sault College Scholarships, Bursaries and Awards Night 2009







**RYAN GAREAU AND HIS MOM JANICE AT RESIDENCE MOVE-IN DAY**  
Adventure Recreation and Parks Technician Program

### 3. “It was worth it to come here.”

We will deliver an educational experience to our students that has inherent value so students and their families feel good about the investment they have made in their studies with us. It is important students feel they receive true value for the cost of their education.

To do so, we will maintain financial viability by embracing an envisioned future that is strategically set by members of the College community, is supportive of excellence, and involves careful consideration and calculated risk in all undertakings so post-secondary education continues to be an accessible option for all who want to learn here.

“Sault College’s ongoing commitment to excellence in education has a substantial and very meaningful impact on our entire community. Well educated and trained graduates are found in workplaces throughout Sault Ste. Marie, and in particular at Sault Area Hospital where they make direct and positive contributions to the health and wellness of the patients we serve everyday!”

Elaine S. Pitcher, Board Chair  
Sault Area Hospital

“Sault College plays an important role in building our growing innovation sector, and we look forward to continuing to partner with the College with respect to future research and development initiatives. We recognize that through its educational endeavors, Sault College graduates are also an important component in the area of emerging innovation.”

Tom Vair, Executive Director  
Sault Ste. Marie Innovation Centre

“Sault College Nursing Students participate in the Young Parents Connection (YPC) Program. The YPC Program goal is to improve the health and wellbeing of young parents by providing them with information, skill-building activities and social support.”

Anna Zuccato, Program Director  
Algoma Public Health

### 4. “The experience changed my life.”

We will create an overall learning and life experience that will come together to transform our students in such a way that they want to complete their education with us, speak well of their experience at our College to others, revisit us as alumni to support us so our organization can continue to grow, succeed, and meaningfully engage with the greater world using the unique skills, knowledge and approaches they have learned during their time with us.

To do so, we will deliver an exceptional overall educational experience for students by creating a highly supportive, inclusive and personable environment that speaks to our unique organizational culture. We will develop and implement exciting, accessible, and diverse approaches to learning by investing in leading-edge facilities that inspire learning and innovation leading to further growth and development.

With these statements in mind, we will operate in a student-centered way and focus our organization around these four themes to create superior interactions and experiences.

We will build upon and enhance the spirit of superior customer service and respect through every level and location of our organization where serving one another as staff and faculty as well as students, families, employers and partners will lead to our overall success in providing endless positive experiences and interactions with our College and establish us as a cornerstone of the community.

“Sault College graduates represent many of our civilians and police members who make our community a safe place to reside.”

Chief Bob Davies  
Sault Ste. Marie Police Service

**HASSAN SULLEY**  
Child and Youth Worker Program Graduate



# Plan of Action

As part of the College's new strategic direction from 2010 to 2015 we will take action on the following four cornerstones resulting in the four student outcomes previously described:

- **PROGRAMS**
- **PEOPLE**
- **PARTNERS**
- **PLACE (facilities)**

We will build on our traditional strengths by continually finding new ways we can improve as an organization while working collaboratively and creatively together towards an exciting and promising future.

## Enhancing our Programs

We will offer exceptional programs to our students to address and respond to industry needs according to trends in the economy. We have identified a number of action steps to revitalize our existing programs and introduce new ones, thereby positioning Sault College as best-in-class for the programs we offer. These will enhance both the profile and reputation of our organization as a leading and preferred educator in the post-secondary field.

### OVER THE NEXT FIVE YEARS WE WILL:

- Implement a College-wide quality assurance and assessment strategy to ensure we meet and exceed students' expectations as well as local, regional and global labour market demand;
- Develop and implement new post-secondary and apprenticeship programs, with a focus on the strategic priority areas of Aviation, Health and Community Services, Skilled Trades, Media and Design, Justice Studies, Energy, and the Natural Environment;
- Develop, enhance and increase the number of academic bridging, articulation, transfer, and collaborative agreements with other post-secondary institutions, including those located throughout the world;
- Encourage and promote a regional apprenticeship/technician trades program in partnership with First Nation communities and area employers;

- Enhance student learning and experience by providing a full range of innovative and emerging technologies that are accessible, secure and user-friendly and have a demonstrable impact on student success and personal development;
- Increase adult learning and accommodate mature students' interest in life-long learning and Continuing Education;
- Develop greater flexibility in programs by providing multiple entry points, shorter cycles of learning and modularized offerings, and
- Infuse all programs with a community-based project that develops students' commitment to society.

In these ways, we will strive to maintain a relevant program portfolio that fills distinctive educational niches, fosters creativity and innovation, and reflects our regional uniqueness. Doing so will address the rapid and far-reaching structural change in industry we are witnessing across North America and the world, and create learners who can respond to and embrace both the challenges and opportunities that this change brings.

**“Sault College is a place where each student is not just a number, but also a person. Sault College excels in fostering a friendly learning and social environment through its student-centred approaches to education and administration.”**

**Bob Wheeler, President  
Sault College Student Administrative Council**

## Investing in our People

Sault College's most valued resource is our people. We recognize the need to engage our students, faculty and staff in our strategic efforts if we are to succeed in becoming a pre-eminent post-secondary institution. While the renewal of our buildings and programs will help to facilitate needed improvements for our College, only our people have the ability, strength, know-how and power to drive this change.

Thus, we have identified the following people-oriented action steps to help us achieve our strategic priorities:

### STUDENTS

Since students are the central focus of our College, we will do everything we can to help them succeed. To do so, we will:

- Recognize the unique needs of adult learners;
- Foster a culture of caring, compassion and inclusion for all learners;
- Increase student application, enrolment and retention through contact and recruitment strategies with high school students and elementary school students;
- Increase Native student applications, enrolment, retention, and participation in all programs, particularly apprenticeship programs;
- Enhance opportunities for students in need through campus employment, scholarships and bursaries;
- Increase student access to College programs that are flexible in delivery;
- Broaden the student experience and campus life;
- Increase Key Performance Indicator Student and Graduate Satisfaction Rates and Graduate Employment Rates; and
- Increase international student enrolment and seek out international learning opportunities for Sault College students.

By addressing barriers that might impede students from learning, by establishing a culture that fosters the expansive exploration of ideas, and through creating safe and inspiring spaces to encourage new ways of learning and leading, we will establish a progressive and inclusive environment for all students. In this way, we can see the results of our efforts through the creation of pro-active and engaged citizens.

### EMPLOYEES

Our faculty and staff are closest to the reason for our existence – our students. As such, those in direct contact with students need to be supported at every turn so they can then deliver the best results and service possible that our learners deserve.

Regardless of position, each employee contributes to the learning experience we provide for our students. Through engagement, enthusiasm and commitment we create a culture of life-long learning and growth not only for our students but ourselves. We model the behaviours we teach through our understanding that ‘at Sault College learning begins with me.’ To do so, we will:

- Recruit and retain highly qualified and credentialed staff members who are invested in all aspects of student engagement and organizational success;
- Build on employee strengths through the sharing of best practices within the College and the broader education sector;
- Recognize and reward staff for ideas and approaches that optimize student learning and College resources;
- Develop and implement systematic evaluative processes that support College staff and the College's student-centred direction;
- Align and develop employee qualifications with existing and developing programs through anticipating and responding to changes in program and curriculum;
- Expand and enhance accessible learning options for employees including online, distance, and workshops;
- Increase opportunities for staff participation in College planning and decision-making activities;
- Build on and enhance College wellness strategies for staff;
- Establish necessary research accreditation, principles and practices, and encourage faculty research opportunities that contribute to excellence in teaching and scholarship, and
- Encourage employees to reach beyond the College to serve our regional communities and industries by seeking opportunities for networking, mentoring, research and collaboration.

By doing this, we will equip and encourage those closest to our students to work together to serve one another in a strengthened student-centred organization. Students will say that our people are great because they are. We will find and commend those who use best practices



to increase efficiencies, optimize student learning, and increase accessibility for our learners.

Using an inclusive approach, we will honour and respect staff participation in College planning and decision-making activities whenever possible in order to find the best solutions possible for our students and the organization. We will encourage faculty research and recognize contributions to excellence in teaching and scholarship. As we embrace excellence as a way of life, we encourage our employees to be ambassadors for our College in reaching beyond previous boundaries to grow and strengthen our organization through networking, mentoring, research, collaboration and most importantly, learning to reach new levels of distinction.

## Connecting with our Community Partners

The support of our partners, industry and communities is essential to our success as an educational institution that seeks to grow. In countless ways, the support, engagement and strength of our partners will guide us as an organization, enrich the relevancy of our curriculum and programming, create financial opportunities for advancing education and enhance the learning experience and work placements of our students. We know that, in union with others, we can reach new heights in ways we could not without their support. To advance this initiative, we will:

- Enhance and increase the number of new and expanded partnerships with the community and industry;
- Increase community and industry participation in program direction-setting;
- Develop strategies to stay connected with our alumni;
- Increase the number of innovative partnerships;
- Meet the training needs of the local and regional workforce;
- Highlight College philanthropy, programs and services in the community;
- Increase the opportunities for students to volunteer and contribute in the community;
- Work with community partners such as Algoma Public Health to enhance the College as an educational destination; and

- Provide and maintain on-going communication and stakeholder consultation for a working environment that encourages engagement and commitment to student success.

We recognize our partners are intrinsic to the successful execution of our strategic plan. By collaborating with members of the community and industry, by seeking out their guidance and support, by finding ways to tap into their expertise and by listening and responding to their needs, we will increase the presence and impact of our College in ways that matter.

## Building a New College (Place)

We are already making progress to renovate and renew our learning environment and will continue to do so to remain on the leading edge of post-secondary education. The quality of our classrooms, meeting spaces, technology and outdoor areas is intrinsic to our quest to inspire higher learning and grow our enrolment.

Presenting a clean, inviting and inspirational learning, working and gathering environment is important to encouraging balance, well-being, engagement and productivity. The following key action steps will be undertaken to make this happen:

- Construct new state-of-the-art academic spaces and decommission outdated spaces where possible, in line with the College's master plan;
- Renovate and upgrade classrooms and corridors to improve College aesthetics and functionality;
- Explore, investigate and implement enhanced technology to enrich campus learning places and methods;
- Consider new ideas and strategies for operational saving and spending responsibly so efficiency savings can be reinvested to launch progressive initiatives in critical areas;
- Develop and execute a campus-wide landscaping plan to improve green spaces and outdoor areas;
- Pursue the development and construction of new and enhanced athletic and student life facilities;
- Explore possible fundraising and endowment campaigns that seek to strengthen, expand and support our College's infrastructure;

**“Sault College plays a critical role in developing the knowledge infrastructure of our community. The ability to quickly respond to the needs of the labour market and development of innovative curricula set the College apart. Equally as important is its contribution to the social fabric, cultural vibrancy and overall quality of life of the community. Through creative partnerships and collaborations, Sault College is helping transform the future of Sault Ste. Marie.”**

Ken Coulter, Executive Director  
Community Quality Improvement

- Increase the environmental awareness of the students and staff through implementation of progressive and eco-conscious projects; and
- Highlight healthy lifestyle choices and support these initiatives to revitalize the well-being of those who grow, work and learn with us.

By reinvesting in our buildings and campus, we will enable Sault College to better compete with other institutions in terms of appealing state-of-the-art learning technology and quality of space. We will also entice students and community members to come to the College and be part of the exciting post-secondary experience.

As we embrace all aspects of learning, we will encourage groups to come to our campus and experience what we have to offer, thereby highlighting education as a viable option for an increasing number of members of our local and extended community.

**Algoma Public Health partners with Sault College to support a healthy and prosperous community.**

Dr. Allan Northan, Medical Officer of Health  
Algoma Public Health

## Your Input

This document was created by seeking input from community members, industry partners, students, staff, faculty, board members, retirees, and alumni through the sharing of their thoughts in discussions, conversations and presentations.

It is intended that the Strategic Plan is a living document infused with new ideas and creative approaches as we undertake our action plan over the course of the next five years.

As we continue to be inclusive in our approach to future endeavours, your thoughts and feedback are welcomed. You can send any of your thoughts about this plan to:

[promotions@saultcollege.ca](mailto:promotions@saultcollege.ca)

or to:

**Sault College Strategic Planning  
Office of the President  
443 Northern Avenue  
Sault Ste. Marie, Ontario  
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In this way, we continue to improve post-secondary education in the province of Ontario.



# Embracing the Future

As we have seen, the next five years hold a great deal of promise for our organization. We have already begun to see the positive change on campus with recent enrolment growth and infrastructure funding that speaks to our ability to grow and adapt in today's rapidly changing world.

We know that we must continue to grow to remain vibrant and viable in the field of post-secondary education, and that there must be ongoing transformation to remain relevant to our students, community and industries.

To achieve the outcomes desired in this strategic plan, we will need to attract a greater number of students from local communities, from out-of-the-region, and internationally. To do so, we will need to establish Sault College as a place to receive a distinct education of high academic quality so that students feel that the people, programs, value and overall experience here is worthwhile and rewarding.

We want to ensure the education and experience we provide to our students not only meets or exceeds their expectations, but profoundly changes their lives. We know that we have a friendly and inclusive environment that strives for excellence while welcoming and working with all learners. As such, we will continue to play on this strength to further develop an inclusive, vibrant and active campus that draws a greater number of students.

With bold aspiration we will become the pre-eminent student-centred post-secondary institution in the province by 2015.



“As First Nation people, we share a strong cultural identity based on a deep understanding of who we are with a clear sense of continuity with cultural roots. We are very excited to be sharing our knowledge with Sault College.”

Chief Dean Sayers  
Batchewana First Nations

PATRICK HUNTER  
Graphic Design Program  
President, Native Student Council







**SAULT  
COLLEGE**

[www.saultcollege.ca](http://www.saultcollege.ca)

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Please think of the environment and share  
this document after reading.



**ANNA RODGERS**  
Forest Conservation Program